



# Human Capital: Investing in our Employees

PRESENTED TO THE MECKLENBURG  
BOARD OF COUNTY COMMISSIONERS

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PAULA HERMAN  
HUMAN RESOURCES DIRECTOR  
JANUARY 29, 2021

# Agenda

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- Share Information about County Employees
- Why We Should Invest In Our Employees
- Specific Investments
  - Classification and Compensation Redesign
  - School Health Nurses
  - Environmental Health Specialists
- Questions

# Information about County Employees



**5,915**  
**Total Active Employees**  
(Regular & Temporary, Full-Time  
& Part-Time)



**5,237**  
**Active Regular, Full-Time Employees**



**12%**  
**FY20 Regular, Full-time Turnover**



**8.4%**  
**Voluntary Turnover**



**0.9%**  
**Involuntary Turnover**



**2.7%**  
**Retiree Turnover**



**18.2%**  
**FY20 Voluntary  
Turnover Within First  
Two Years**

**10%**  
**FY20 Vacancy  
Rate**



**612** **Regular, Full -  
Time Vacancies**

**21%**

**Behind Market  
Salaries on  
Average**



# Why We Should Invest in our Employees

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The work I do is  
Important.

(2020 Mecklenburg County  
Employee Climate Survey)

99%

Months of an  
employee's salary  
organizations spend to  
find and train their  
replacement.

(SHRM, 2019)

6-9

Employees who say  
their organization  
could have done  
something to prevent  
them from leaving.

(Gallup, 2019)

52%

66%

I am compensated  
fairly for the work that  
I do.

(2020 Mecklenburg County  
Employee Climate Survey)

41%

Lower absenteeism in  
highly engaged  
workplaces.

(Quantum Workplace, 2020)

70%

Fewer safety incidents  
in highly engaged  
workplaces.

(Quantum Workplace, 2020)

# Why We Are Redesigning our Program

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- Not been updated since 2006
- Not kept pace with market trends
- Impacts our ability to attract and retain employees
- Identified by senior leadership as our #1 risk in the area of talent management
- Cumbersome to manage and not easily explained to employees



# BOCC Investments In Employees

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- FY2020
  - 5.5% Across-the-Board Salary Increase
  - Extra day off at Christmas
  - Health Insurance Premium Holiday
  - \$15/hr minimum rate
- FY2021
  - 3.0% Across-the-Board Salary Increase
  - 2 additional personal days off
  - Policy flexibility due to Covid

**85%**

The Board of County  
Commissioners values  
County employees.  
(2020 ECS)



# Employee Climate Survey Quotes

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“Thank you so much for caring about our safety and the prompt way that telework was deployed in our Department.”

“Thank You Mecklenburg County Leadership for allowing those who could to Telework. I felt like you cared about our health and the health of our families.”

"Thank you for providing our recent merit increases over past 2 years [and] for allowing us to continue to work during this pandemic. These efforts led by our County Manager have improved my morale and I want to serve and do my best because of this.

**We have great leadership here.”**

# Total Rewards: Classification and Compensation Redesign

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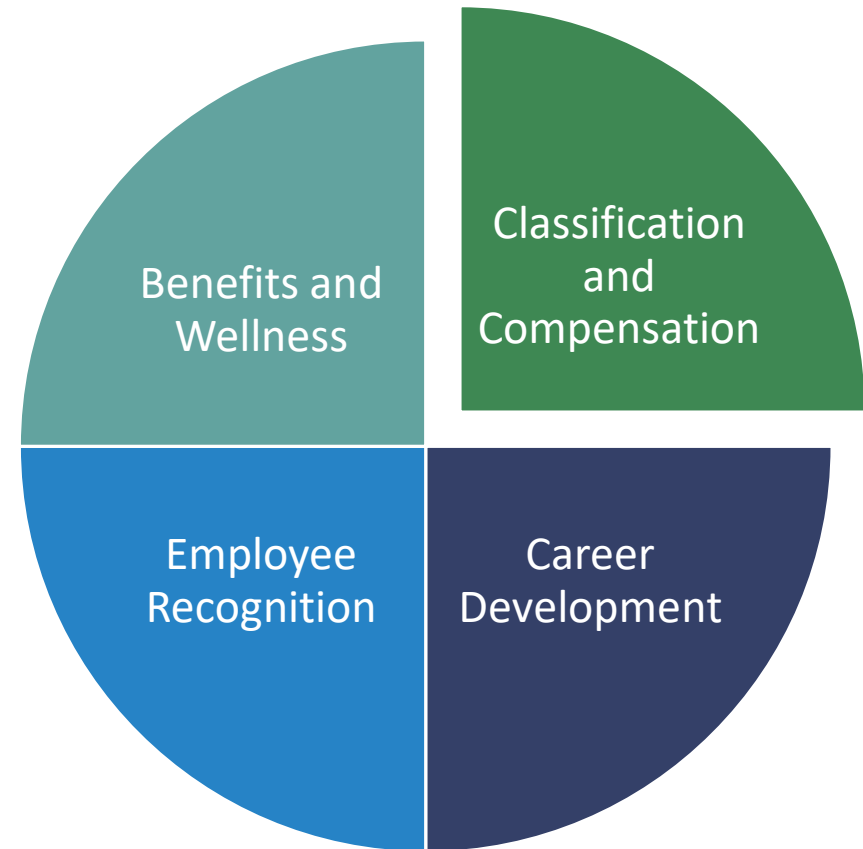


# What is Total Rewards?

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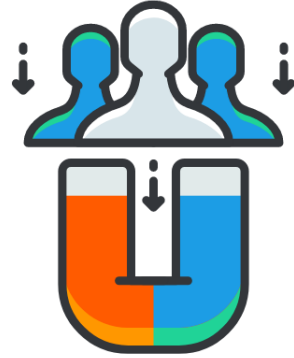
Mecklenburg County is committed to providing a competitive Total Rewards program consisting of:

- Classification and Compensation Programs
- Benefits, Wellness, and Retirement Programs
- Career Development Programs
- Reward and Recognition Programs



# Total Rewards Philosophy – Classification and Compensation

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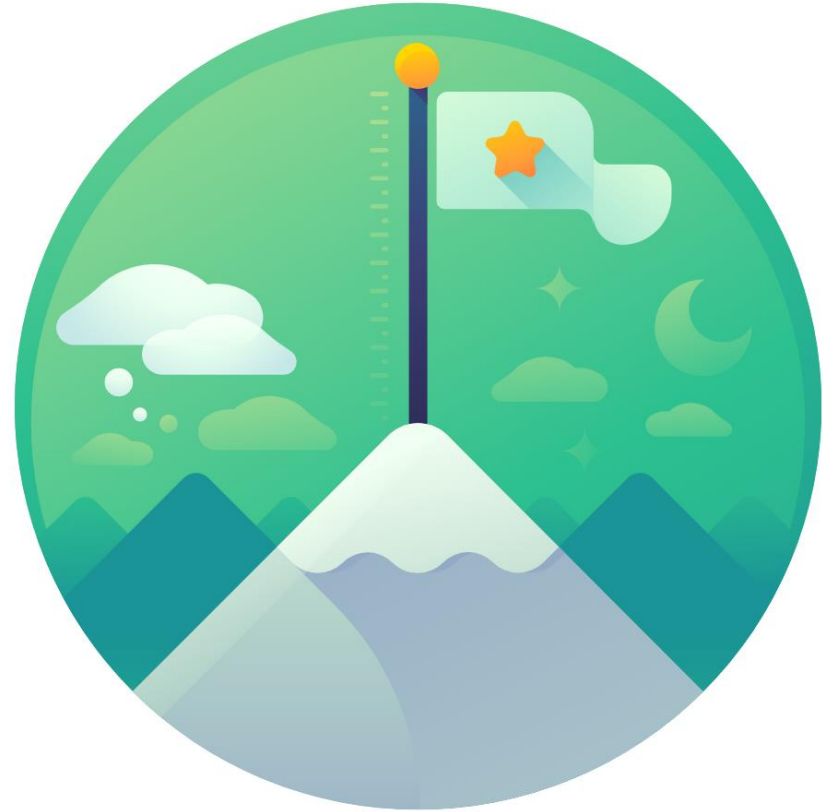


- Our employees are our most valuable asset
- Attract, retain and engage highly qualified employees by providing a competitive total rewards program
- Comparative studies of compensation in a combination of public, private, and nonprofit sector organizations
- Comparative surveys will be conducted at regular intervals
- The program will be administered based on the consistent application of policy and procedure and in a fiscally responsible manner

# Project Goals

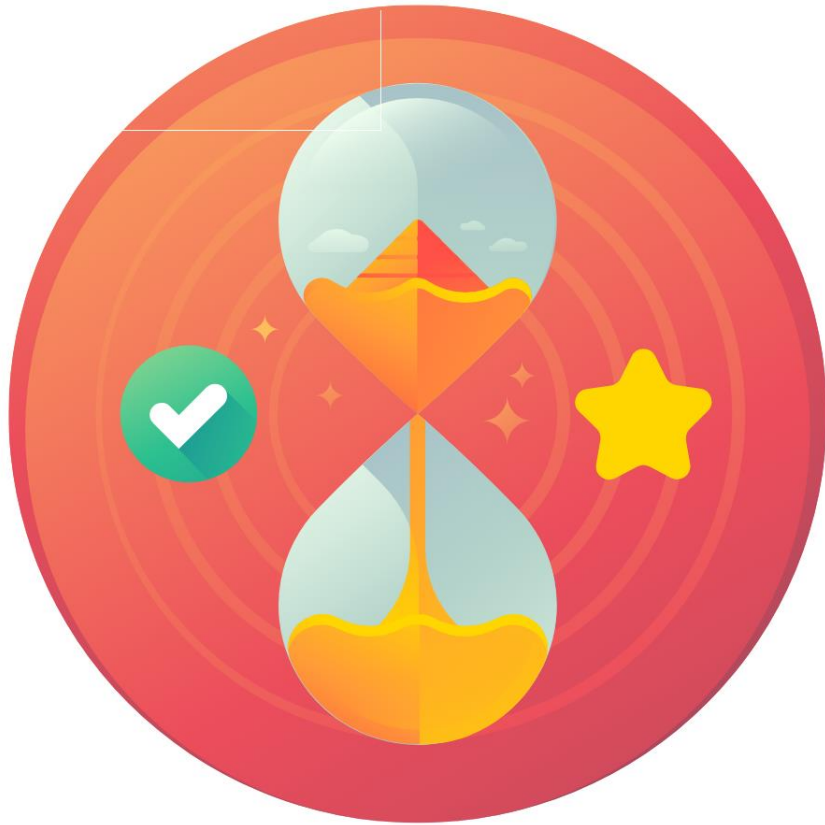
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- Compete locally and nationally for talent
- Modernize our classification and compensation structures
- Modernize our plan administration
- Improve and add pay delivery options
- Improve recruitment and retention
- Make it easy to understand



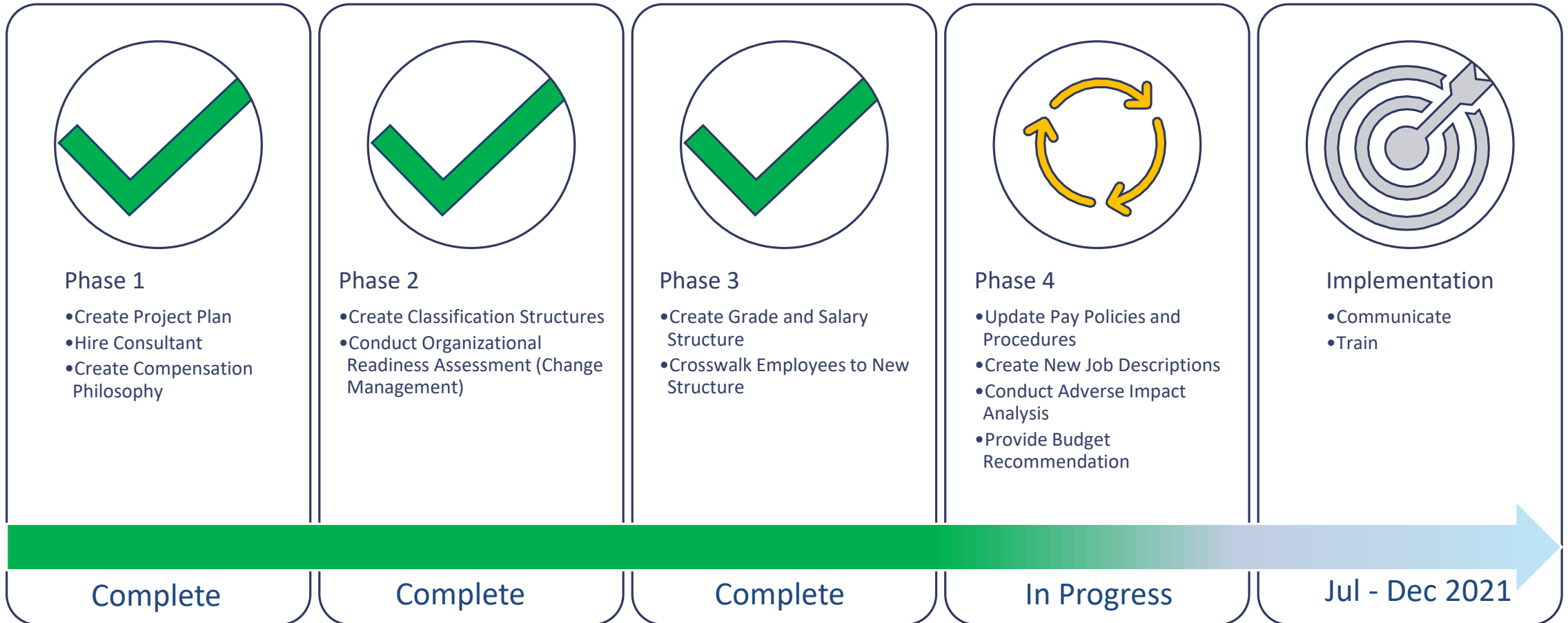
# Project Measures

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- Reduced turnover, attrition and vacancy rates
- Reduced number of declined salary offers
- Improved quantity and quality of applicant pools
- Improved market position for salary and benefits when compared to peer organizations
- Communication and Training Survey Results

# Project Methodology and Timeline





# General Structure



4,186 Employees  
448 Classifications

Grade	Min (Hrly)	Mid (Hrly)	Max (Hrly)
1	20,800 (10.00)	26,000 (12.50)	31,200 (15.00)
2	24,960 (12.00)	31,200 (15.00)	37,440 (18.00)
3	27,460 (13.20)	34,320 (16.50)	41,180 (19.80)
4	30,200 (14.52)	37,752 (18.15)	45,300 (21.78)
5	33,220 (15.97)	41,527 (19.96)	49,830 (23.96)
6	36,540 (17.57)	45,680 (21.96)	54,820 (26.36)
7	40,200 (19.33)	50,248 (24.16)	60,300 (28.99)
8	44,220 (21.26)	55,273 (26.57)	66,330 (31.89)
9	48,640 (23.38)	60,800 (29.23)	72,960 (35.08)
10	53,500 (25.72)	66,880 (32.15)	80,260 (38.59)
11	58,850 (28.29)	73,568 (35.37)	88,280 (42.44)
12	64,740 (31.13)	80,925 (38.91)	97,110 (46.69)
13	71,210 (34.24)	89,017 (42.80)	106,820 (51.36)
14	78,340 (37.66)	97,919 (47.08)	117,500 (56.49)
15	86,170 (41.43)	107,711 (51.78)	129,250 (62.14)
16	94,790 (45.57)	118,482 (56.96)	142,180 (68.36)
17	104,260 (50.13)	130,330 (62.66)	156,400 (75.19)
18	114,720 (55.15)	143,400 (68.94)	172,080 (82.73)
19	126,160 (60.65)	157,700 (75.82)	189,240 (90.98)
20	138,800 (66.73)	173,500 (83.41)	208,200 (100.10)
21	152,640 (73.38)	190,800 (91.73)	228,960 (110.08)
22	167,920 (80.73)	209,900 (100.91)	251,880 (121.10)
23	184,720 (88.81)	230,900 (111.01)	277,080 (133.21)
24	203,200 (97.69)	254,000 (122.12)	304,800 (146.54)
25	223,520 (107.46)	279,400 (134.33)	335,280 (161.19)

# IT Structure



194 Employees  
69 Classifications

Grade	Min (Hrly)	Mid (Hrly)	Max (Hrly)
1	39,200 (18.85)	49,000 (23.56)	58,800 (28.27)
2	43,520 (20.92)	54,400 (26.15)	65,280 (31.38)
3	48,320 (23.23)	60,400 (29.04)	72,480 (34.85)
4	54,320 (26.12)	67,900 (32.64)	81,480 (39.17)
5	60,880 (29.27)	76,100 (36.59)	91,320 (43.90)
6	68,400 (32.88)	85,500 (41.11)	102,600 (49.33)
7	76,000 (36.54)	95,000 (45.67)	114,000 (54.81)
8	83,600 (40.19)	104,500 (50.24)	125,400 (60.29)
9	91,960 (44.21)	114,950 (55.26)	137,940 (66.32)
10	101,200 (48.65)	126,500 (60.82)	151,800 (72.98)
11	111,520 (53.62)	139,400 (67.02)	167,280 (80.42)
12	122,900 (59.09)	153,620 (73.86)	184,350 (88.63)
13	135,160 (64.98)	168,960 (81.23)	202,750 (97.48)
14	148,820 (71.55)	186,020 (89.43)	223,230 (107.32)
15	163,850 (78.77)	204,810 (98.47)	245,770 (118.16)
16	180,540 (86.80)	225,700 (108.51)	270,820 (130.20)

# Medical Structure



269 Employees  
26 Classifications

Grade	Min (Hrly)	Mid (Hrly)	Max (Hrly)
1	47,390 (22.78)	59,231 (28.48)	71,080 (34.17)
2	56,000 (26.92)	70,000 (33.65)	84,000 (40.38)
3	62,720 (30.15)	78,400 (37.69)	94,080 (45.23)
4	70,250 (33.77)	87,808 (42.22)	105,370 (50.66)
5	78,680 (37.83)	98,345 (47.28)	118,010 (56.74)
6	88,120 (42.37)	110,146 (52.95)	132,180 (63.55)
7	98,690 (47.45)	123,364 (59.31)	148,040 (71.17)
8	110,530 (53.14)	138,168 (66.43)	165,800 (79.71)
9	123,800 (59.52)	154,748 (74.40)	185,700 (89.28)
10	138,650 (66.66)	173,317 (83.33)	207,980 (99.99)
11	155,290 (74.66)	194,116 (93.33)	232,940 (111.99)
12	173,930 (83.62)	217,409 (104.52)	260,890 (125.43)
13	194,800 (93.65)	243,498 (117.07)	292,190 (140.48)
14	224,020 (107.70)	280,020 (134.63)	336,020 (161.55)

# Library Structure



240 Employees  
43 Classifications

Grade	Min (Hrly)	Mid (Hrly)	Max (Hrly)
1	27,460 (13.20)	34,320 (16.50)	41,180 (19.80)
2	30,120 (14.48)	37,650 (18.10)	45,180 (21.72)
3	33,220 (15.97)	41,527 (19.96)	49,830 (23.96)
4	36,540 (17.57)	45,680 (21.96)	54,820 (26.36)
5	40,450 (19.45)	50,570 (24.31)	60,690 (29.18)
6	45,100 (21.68)	56,390 (27.11)	67,670 (32.53)
7	50,720 (24.38)	63,400 (30.48)	76,080 (36.58)
8	56,550 (27.19)	70,690 (33.99)	84,830 (40.78)
9	62,610 (30.10)	78,250 (37.62)	93,900 (45.14)
10	67,850 (32.62)	84,810 (40.77)	101,780 (48.93)
11	73,950 (35.55)	92,440 (44.44)	110,930 (53.33)
12	80,610 (38.75)	100,760 (48.44)	120,910 (58.13)
13	87,860 (42.24)	109,830 (52.80)	131,790 (63.36)
14	95,770 (46.04)	119,710 (57.55)	143,650 (69.06)
15	104,390 (50.19)	130,480 (62.73)	156,580 (75.28)
16	113,780 (54.70)	142,220 (68.38)	170,670 (82.05)
17	124,020 (59.63)	155,020 (74.53)	186,020 (89.43)
18	144,000 (69.23)	180,000 (86.54)	216,000 (103.85)

# Sheriff Structure



1,034 Employees  
57 Classifications

Grade	Min (Hrly)	Mid (Hrly)	Max (Hrly)
1	35,600 (17.12)	44,500 (21.39)	53,400 (25.67)
2	40,440 (19.44)	50,550 (24.30)	60,660 (29.16)
3	46,800 (22.50)	58,500 (28.13)	70,200 (33.75)
4	58,510 (28.13)	73,130 (35.16)	87,750 (42.19)
5	73,130 (35.16)	91,410 (43.95)	109,700 (52.74)
6	91,410 (43.95)	114,260 (54.93)	137,110 (65.92)
7	109,690 (52.74)	137,110 (65.92)	164,540 (79.11)
8	131,620 (63.28)	164,530 (79.10)	197,440 (94.92)
9	157,950 (75.94)	197,440 (94.92)	236,930 (113.91)



# Policies

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Additions	Deletions	Updates	No Changes
<ul style="list-style-type: none"><li>• Total Rewards Philosophy</li><li>• In Range Adjustments</li><li>• Pay Structure Maintenance</li><li>• Accountabilities</li><li>• Sign On Bonus*</li><li>• Shift Differential*</li><li>• Special Assignment Pay*</li></ul>	<ul style="list-style-type: none"><li>• Compensation Philosophy</li><li>• Classification &amp; Compensation</li><li>• Broad Band Method</li><li>• Classification Method</li><li>• Salary Administration Guidelines</li><li>• Salary Progression Through The Pay Band</li></ul>	<ul style="list-style-type: none"><li>• Hiring Salary Determination</li><li>• Promotion</li><li>• Lateral Transfer</li><li>• Reassignment</li><li>• Reclassification</li><li>• Interim Pay</li><li>• Annual Adjustments</li></ul>	<ul style="list-style-type: none"><li>• Call Back</li><li>• On Call</li><li>• Extended Duty</li><li>• Longevity</li><li>• Bilingual**</li><li>• Waiting Time</li><li>• Travel Time</li></ul>

\* Already in use

\*\* May need to be updated

# Quartiles

1 <sup>st</sup> Quartile		2 <sup>nd</sup> Quartile		3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
Range Minimum		Midpoint			Range Maximum
Meets minimum qualifications	Entry level	Previous related experience	Seasoned experience	Hiring above Midpoint/ Market should be rare, but may be justified by the following: <ul style="list-style-type: none"> <li>• Difficulty to recruit</li> <li>• Highly qualified</li> <li>• Exceptional Expertise</li> <li>• Experience level and performance significantly exceeds requirements</li> </ul>	
	Has minimal prior experience	Demonstrated ability to perform duties	Exhibits broad and deep knowledge of position and related areas		
No prior experience	Requires additional training to build knowledge and skills	May need additional training to perform duties independently	Recognized position expertise		

# Implementation Cost Options

**COST OPTION A – 5% | 4% | 3% | 2% | 2%**

	# of Positions
Bring to Minimum or 5% - <i>Whichever is Greater</i>	954
Quartile 1 - 5%	1,304
Quartile 2 - 4%	1,400
Quartile 3 - 3%	1,021
Quartile 4 - 2%	564
Over Max - 2%	396
<b>TOTAL</b>	<b>6,426</b>

**COST OPTION B – 2% | 1.5% | 1% | 0.5% | 0%**

	# of Positions
Bring to Minimum or 2% - <i>Whichever is Greater</i>	954
Quartile 1 - 2.0%	1,304
Quartile 2 - 1.5%	1,400
Quartile 3 - 1.0%	1,021
Quartile 4 - 0.5%	564
Over Max - 0.0%	396
<b>TOTAL</b>	<b>6,426</b>

**TOTAL County Cost w/ Benefits & Promotions \$ 17,633,823**

**TOTAL County Cost w/ Benefits & Promotions \$ 9,719,751**

# Recommended Implementation Cost Option

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**Cost Option C: Recommended – 5% | 4% | 3% | 2% | 1%**

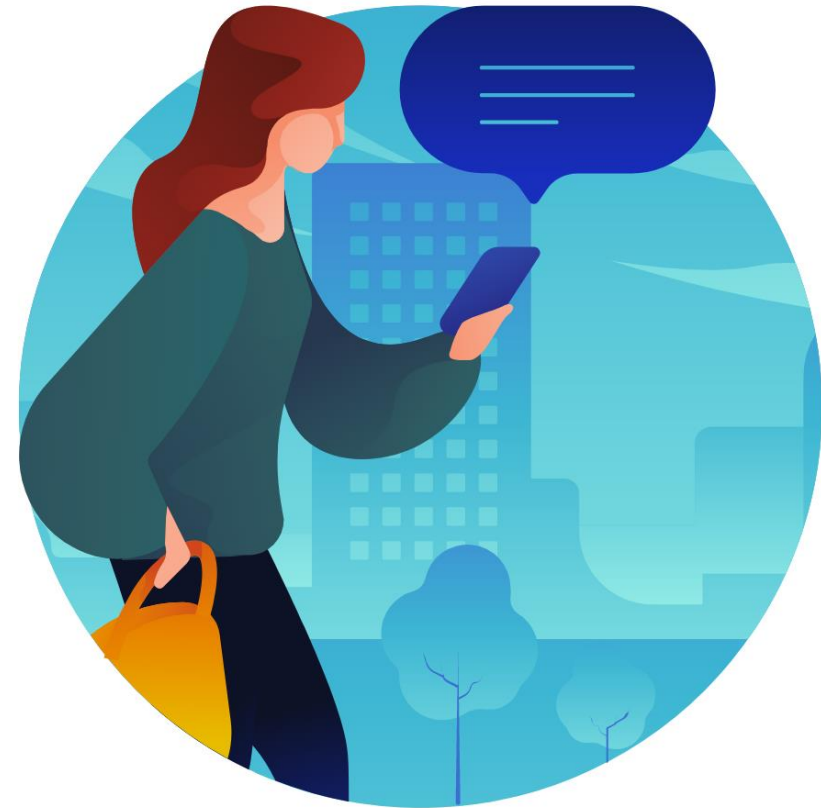
	# of Positions
Bring to Minimum or 5% - <i>Whichever is Greater</i>	954
Quartile 1 - 5%	1,304
Quartile 2 - 4%	1,400
Quartile 3 - 3%	1,021
Quartile 4 - 2%	564
Over Max - 1%	396
TOTAL	6,426

TOTAL County Cost w/ Benefits & Promotions	\$ 17,271,857
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# Communication and Training

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- Communication Plan
  - Your County Manager Messages
  - EmployeeNewsNow Messages
  - Dedicated MeckWeb page
  - Employee Town Halls
- Training Plan
  - HR Business Partners to play a key role
  - Toolkits, Talking Points, Training Sessions
  - Different materials/training for each level of employee
- Three month Post-Implementation Audit Period





# Next Steps

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- Present structure, cross walk and policies to Department Directors in January
- Provide feedback on policies to ET in February along with an implementation timeline
- Implementation Date Selection
- Finalize Budget Process
- Train and Communicate



# School Health Nurses

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# School Health Nurse Snapshot



**138**

**Total Active Employees**  
(Regular & Temporary, Full-Time & Part-Time)



**126**

**Active Regular, Full-Time Employees**



**22%**

**FY20 Regular, Full-time Turnover**



**19%**

**Voluntary Turnover**



**0%**

**Involuntary Turnover**



**3%**

**Retiree Turnover**



**31.4%**

**FY20 Voluntary Turnover Within First Two Years**

**14%**

**FY20 Vacancy Rate**



**9%**

**Behind Market Salaries on Average**



**44**

**Regular, Full-Time Vacancies**

# Challenges

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- COVID-19 has resulted in reluctance from potential candidates due to uncertainty in how long COVID-19 will continue to impact local schools
- The County recently lost a total of five School Health Nurses within their first 90 days
- HR is analyzing Exit Interview Survey and Employee Climate Survey data to determine root cause(s)
- National nursing staff shortage



# Intervention Strategies

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- Work closely with Public Health and County Leadership to establish a strategic recruitment and retention plan for these critical positions
- Award market adjustments to existing School Nurse employees effective January 1
- Reclassify several existing vacant School Health positions to Nurse Supervisor positions
- Offer 10 Month School Health Nurse candidates full time work for the summer if needed to recruit the candidate
- Explore Associate Degree nurses bridging to Bachelors Degree nurses





# Next Steps

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- HR hired a new employee to focus on career fairs and candidate pipeline
- HR partnered with Public Information and Nurse leadership to create a social media campaign to advertise School Nurse positions
- HR will address any concerns and root causes found from the ongoing Exit Survey and Employee Climate Survey analysis
- HR will review education and experience requirements for Nurse positions are mandated by NC General Statute 115C 25A - NC Public School Law
- HR Consultants are working with Nurse leadership on leadership development (360-degree feedback)



# Environmental Health Specialists

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# Environmental Health Specialist Snapshot



52

**Total Active Employees**  
(Regular & Temporary, Full-Time  
& Part-Time)



52

**Active Regular, Full-Time Employees**



19%

**FY20 Regular, Full-time Turnover**



19%

**Voluntary Turnover**



0%

**Involuntary Turnover**



0%

**Retiree Turnover**



34.9%

**FY20 Voluntary  
Turnover Within First  
Two Years**

15%

**FY20 Vacancy  
Rate**



31%

**Behind Market  
Salaries on  
Average**



10

**Regular, Full -  
Time Vacancies**

# Challenges

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- Managers prefer certification as an EHS (Environmental Health Specialist)
- Positions require 30 semester hours or equivalent in the physical or biological sciences
- Education requirements are mandated by NC General Statute 90A 53(3)
- Employees leave for other opportunities after completing their County provided training
- Other employers are offering sign-on bonuses



# Intervention Strategies

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- Implemented Sign On Bonus program effective 1/1/21
- Delivered Market Adjustments to Environmental Health Specialist (EHS) employees effective 1/1/21
- Increased scope of recruitment efforts
- Special focus on EHS positions during career fairs

# In Closing

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- Research shows that engaged employees are 17% more productive than their peers (Quantum Workplace, 2020)
- Investing in employees is critical in delivering services to our community
- We want to hire the best, and to do that we need to offer a competitive total rewards package
- By investing in this new salary program, we will make a giant step in the right direction
- We appreciate your support of our employees



# Q & A / Discussion

PRESENTED TO THE MECKLENBURG  
BOARD OF COUNTY COMMISSIONERS

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PAULA HERMAN  
HUMAN RESOURCES DIRECTOR  
JANUARY 29, 2021